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ABSTRACT

This document reports the results of a survey of resource and referral programs and their parent agencies. All the agencies were members of the California Child Care Resource and Referral Network. The survey instrument was a 96-item questionnaire divided into four sections: (1) staff salaries and qualifications; (2) working conditions; (3) benefits; and (4) agency profiles. A total of 48 agencies, or 84 percent, responded to the survey, which was conducted between May and July of 1991. The report presents data on staff salaries by position for the sample as a whole and for various subsamples according to agency characteristics. Data on working conditions relate to the work day, staff training, personnel practices, and staff meetings. Data on employment benefits concern holidays, sick leave, and vacation; leaves of absence; insurance; salary reduction plans; and retirement benefits. Agency profiles describe the gender, racial, ethnic, and age composition of resource and referral staff. Data presented in 21 tables and 9 figures accompany the discussion in the text. Based on the data in the report, 15 conclusions are drawn, and based on these conclusions, a series of 12 recommendations is offered. The survey cover letter and questionnaire are appended. (BC)

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A SURVEY OF THE SALARIES, BENEFITS, AND WORKING CONDITIONS FOR CALIFORNIA CHILD CARE RESOURCE AND REFERRAL STAFF

BY

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OCTOBER 1991

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Special thanks are extended to the four resource and referral agencies (Connections for Children [Santa Monica], Humboldt Child Care Council, Child Development Resource Center [Santa Barbara], and Children's Resource and Referral Program [Santa Cruz]) which assisted in field testing the instrument. Thanks also to the 48 agencies which participated in the study.

Without the assistance of DPAS, the data input firm, and its staff, the task of analyzing the information collected from the agencies would have been impossible.

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Gary J. Kinley, Ed.D.

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Salary Survey Committee

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CHAPTER 1

INTRODUCTION

Purpose

In April 1990, the Board of Directors of the California Child Care Resource and Referral Network (Network) appointed a Salary Survey Committee (Committee). The purpose of the Committee was to collect information on the salaries, benefits, and working conditions of staff in resource and referral programs and their parent agencies. All agencies studied were members of the Network and funded in part by the California Department of Education's Child Development Division.

History

Prior to the current effort, no comprehensive study had been conducted in California to assess the salaries, benefits or working conditions of staff in resource and referral programs. A limited survey of resource and referral staff salaries and benefits was undertaken in1984 by two of the current authors and others, in conjunction with the Network. The survey results, however, were not finalized and never distributed.

Although the Child Care Employee Project and other groups have studied the salaries and benefits of child care staff working directly with children, no instrument existed prior to the one developed for this study to collect information on the salaries, benefits, and working conditions of resource and referral staff. It was anticipated that the current instrument would be used by other statewide groups to collect similar information throughout the country.

Definition of Terms

The terms used throughout this report are defined as follows:

Resource and referral program: A service which assists parents and others identify child care services in their locality, provides technical assistance to child care providers, both home and center-based, on various aspects of operation, and maintains and disseminates information to the public on the supply and demand of child care.

Resource and referral staff: The individuals who are paid to provide resource and referral services to the public.

Staff positions

Executive Director: The highest ranking staff member of the organization.

Assistant Director: An individual who assists the "executive director" in managing the organization. This individual, in most cases, does not have direct program responsibilities.

Program Administrator: An individual who oversees the operation of several major departments or divisions of the organization.

Program Manager/Director: An individual who oversees the operation of a single department or division of the organization. His/Her responsibilities include the supervision of staff and multiple grants/contracts. He/She also may perform direct client services.

Project Supervisor: An individual who oversees a single grant or contract. He/She has decision making authority, as well as staff supervision responsibilities, but reports to another staff member within his/her department. This individual also may perform direct client services.

Program Assistant: An individual who is responsible for providing child care resource and referral services to clients. He/She has no management or supervisory responsibilities.

Clerical Staff: An individual who types, files, and performs data entry and related clerical tasks.

Benefits: Non-wage, financial assistance which is provided to the staff of a program or agency. Examples of such assistance may include, but are not limited to, health or dental insurance, vacation or sick leave, or retirement.

Cafeteria-style benefit plan: A plan which allows the employee to select benefits from a range of options. Typically included in such plans is health or dental insurance, child care, or life insurance.

Salary reduction plan: A plan organized under the guidelines of Sections 125/129 of the Internal Revenue Code which permits an employee to set aside

wages prior to the assessment of taxes for the purposes of health care and insurance or dependent care expenses.

Working conditions: Policies, procedures or other mechanisms which assist the ability of an employee to perform his/her job.

Non-profit, sponsored agency: An agency which holds 501(c)(3) status from the Internal Revenue Service and is sponsored by a larger organization, such as the YMCA or community action program.

Non-profit, independent agency: An agency which holds 501(c)(3) status from the Internal Revenue Service and operates independently of a larger organization.

Public agency: An agency which is operated by a public entity such as a county, city government or school district.

Urban agency: An agency in a county which has at least one urban area (e.g., city) with a population of 50,000 or more.

Rural agency: An agency in a county which has no urban area (e.g., city) with a population of 50,000 or more.

Service area: The geographic region served by a state-funded resource and referral program as set forth by the California Department of Education's Child Development Division.

CHAPTER 2

SURVEY METHODOLOGY

Survey Instrument

The survey instrument used for the study consisted of 96 questions grouped into four categories; salaries, working conditions,benefits, and agency profile. More specifically, the salary section sought information on existing staffing patterns, nomenclature by position, hourly compensation ranges, and qualifications of staff for selected positions. In the second section, working conditions, policies regarding work day options (e.g., breaks, flexible scheduling), training, and personnel policies were solicited. The benefits section asked questions regarding various types of insurance offered, retirement, and available "leaves" (eg., sick, vacation). The last section, agency profile, sought data on the size of the organization including budget, staff, and geographic service area, as well as the demographics of resource and referral staff.

After numerous drafts and revisions by the Salary Survey Committee (Committee), four representative R&Rs were requested to pretest the final draft of the questionnaire. The Committee incorporated the comments and recommendations from the pretest sites into the final version of the survey instrument.

The survey took approximately thirty (30) minutes to complete. (See Appendix B.)

Survey Sample

The survey sample consisted of the state-funded resource and referral (R&R) agencies that were member agencies of the California Child Care Resource and Referral Network (Network). Network member agencies exist in every county in California except Riverside. For the purposes of this survey, the Salary Survey Committee treated the agencies serving more than one county or service area as one agency and surveyed each only once. These agencies had informed the Committee that their personnel policies were consistent throughout the organization. For example, Community Connections for Child Care, serving Kern, Inyo, and Mono

counties, was treated as one agency and surveyed once.

Fifty-seven agencies were surveyed, and forty-eight agencies completed questionnaires, yielding a response rate of 84%. The returned surveys represented 50 of the 58 counties in California. Sixty-six per cent (66%) of the responding agencies classified themselves as non-profit, independent; 15% as non-profit, sponsored; and the remaining 19% classified themselves as public agencies.

Survey Field Procedures

The study period was from May 3, 1991 to July 10, 1991. On May 3, one survey packet was mailed to the Network Board representative of each agency. The packet included the survey questionnaire, a letter explaining the purpose of the survey which guaranteed confidentiality and offered a final report to the agencies completing the survey, a Salary Conversion Table and Worksheet, and a self-addressed, return envelope. The Committee mailed a follow-up letter on May 22 to remind the R&Rs to return their surveys. On June 26, Committee members made follow-up, reminder telephone calls to the R&Rs that had not yet returned the survey. During the study period, Committee members were available to answer questions from the R&Rs concerning the survey. The final cutoff date for accepting completed surveys was July 10, 1991.

Data Processing and Analysis

The Committee verified the survey data and coded the questionnaires. DPAS, a data processing firm located in San Francisco, keypunched the data into an ASCII (computer) file format. Committee members then imported the ASCII files into SAS, a statistical software package, and used SAS to check and analyze the data. SAS checked the survey data for keypunch errors and internal consistency, and generated frequencies and selected cross-tabulations.

Non-Response Analysis

Forty-eight agencies, representing 50 of the 58 counties in California, returned completed surveys, yielding a high response rate of 84%. To check for possible non-response bias, the Committee compared the demographic characteristics of the R&Rs and counties represented by the returned surveys and the demographics of the universe of R&Rs. Tables 1 and 2 show the results of that comparison. This comparison indicated that the sample of completed interviews is representative of the total universe of R&Rs. There was no evident non-response bias that could skew

the survey results.

TABLE 1
RETURNED SURVEYS BY URBAN AND RURAL DESIGNATION OF RESOURCE AND REFERRAL AGENCY

Designation of Agency	Universe of CA R&Rs	Returned Surveys
Urban	67%	69%
Rural	33%	31%
	(N=57)	(N=48)

Source: A Survey of the Salaries, Benefits, and Working Conditions for California Child Care Resource and Referral Staff, 1991.

TABLE 2
RETURNED SURVEYS BY AUSPICE OF RESOURCE AND REFERRAL AGENCY

Designation of Agency	Universe of CA R&Rs	Returned Surveys
Non-profit, Sponsored	15%	12%
Non-profit, Independent	67%	66%
Public	21%	19%
	(N=57)	(N=48)

Source: A Survey of the Salaries, Benefits, and Working Conditions for California Child Care Resource and Referral Staff, 1991.

CHAPTER 3

SURVEY FINDINGS

Introduction

The salaries, benefits, working conditions, and information regarding the agencies surveyed are profiled in this chapter. For the purpose of this survey, the positions discussed below are defined as follows:

Executive Director: The highest ranking staff member of the organization.

Assistant Director: An individual who assists the "executive director" in managing the organization. This individual, in most cases, does not have direct program responsibilities.

Program Administrator: An individual who oversees the operation of several major departments or divisions of the organization.

Program Manager/Director: An individual who oversees the operation of a single department or division of the organization. His/Her responsibilities include the supervision of staff and multiple grants/contracts. He/She also may perform direct client services.

Project Supervisor: An individual who oversees a single grant or contract. He/She has decision making authority, as well as staff supervision responsibilities, but reports to another staff member within his/her department. This individual also may perform direct client services.

Program Assistant: An individual who is responsible for providing child care resource and referral services to clients. He/She has no management or supervisory responsibilities.

Clerical Staff: An individual who types, files, and performs data entry and related clerical tasks.

Salaries

Information regarding the lowest and highest salaries was collected for each

position. Table 3 displays the hourly salaries of R&R staff by position throughout California. It indicates the range of salaries offered from the lowest to the highest reported by agencies, as well as, the mean lowest and highest hourly salaries.

Data also was analyzed according to four different agency characteristics; auspice, urban/rural designation, budget, and staff. Each table provides information on the range of and average salaries by position. Tables 4-6 show salaries according to auspice of agency (e.g., non-profit, sponsored; non-profit, independent; public). Tables 7-8 depict salaries according to the agency's urban or rural designation. Tables 9-11 display salaries by annual agency budget, while Tables 12-14 present salaries by size of agency staff.

TABLE 3
HOURLY SALARIES OF RESOURCE AND REFERRAL STAFF BY POSITION

Position	Salary Range		Mean Salaries	
	Lowest	Highest	Lowest	Highest
Executive Director (N=38)	9.89	47.31	18.21	22.07
Assistant Director (N=12)	7.69	44.73	15.90	19.31
Program Administrator (N=21)	8.00	29.15	14.45	17.11
Program Manager (N=40)	7.93	25.06	11.27	14.22
Project Supervisor (N=28)	6.60	20.24	8.69	11.32
Program Assistant (N=42)	5.41	18.40	7.69	10.15
Clerical Staff (N=39)	4.68	14.69	7.11	9.37

Source: A Survey of the Salaries, Benefits, and Working Conditions for California Child Care Resource and Referral Staff, 1991.

TABLE 4
HOURLY SALARIES OF RESOURCE AND REFERRAL STAFF IN NON-PROFIT, INDEPENDENT AGENCIES BY POSITION

Position	Salary Range		Mean Salaries	
	Lowest	Highest	Lowest	Highest
Executive Director (N=27)	9.89	47.31	18.00	21.76
Assistant Director (N=7)	7.69	37.85	15.29	18.52
Program Administrator (N=13)	8.00	19.25	12.29	14.58
Program Manager (N=25)	8.00	25.06	11.27	14.70
Project Supervisor (N=19)	7.00	20.24	8.93	11.61
Program Assistant (N=28)	5.41	18.40	7.63	10.48
Clerical Staff (N=25)	4.68	12.26	6.91	9.44

Source: A Survey of the Salaries, Benefits, and Working Conditions for California Child Care Resource and Referral Staff, 1991.

TABLE 5
HOURLY SALARIES OF RESOURCE AND REFERRAL STAFF
IN NON-PROFIT, SPONSORED AGENCIES
BY POSITION

	Salary Range		Mean Salaries	
Position	**Lowest**	**Highest**	**Lowest**	**Highest**
Executive Director (N=5)	11.86	30.73	17.40	21.57
Assistant Director (N=3)	8.88	23.50	11.07	15.97
Program Administrator (N=3)	12.19	21.09	14.65	18.32
Program Manager (N=7)	7.93	18.39	10.40	13.37
Project Supervisor (N=6)	7.23	14.49	8.18	11.14
Program Assistant (N=5)	6.50	10.24	7.51	9.21
Clerical Staff (N=6)	6.00	10.12	6.96	8.38

Source: A Survey of the Salaries, Benefits, and Working Conditions for California Child Care Resource and Referral Staff, 1991.

TABLE 6
HOURLY SALARIES OF RESOURCE AND REFERRAL STAFF IN PUBLIC AGENCIES BY POSITION

Position	Salary Range		Mean Salaries	
	Lowest	Highest	Lowest	Highest
Executive Director (N=5)	11.21	37.18	20.31	24.30
Assistant Director (N=2)	7.94	44.73	25.27	27.08
Program Administrator (N=5)	11.57	29.15	19.94	21.93
Program Manager (N=7)	8.18	25.96	12.44	13.76
Project Supervisor (N=2)	8.26	11.91	9.03	10.75
Program Assistant (N=8)	6.20	11.38	8.16	9.93
Clerical Staff (N=7)	5.06	14.69	8.13	10.31

Source: A Survey of the Salaries, Benefits, and Working Conditions for California Child Care Resource and Referral Staff, 1991.

TABLE 7
HOURLY SALARIES OF RESOURCE AND REFERRAL STAFF IN URBAN AGENCIES BY POSITION

Position	Salary Range		Mean Salaries	
	Lowest	Highest	Lowest	Highest
Executive Director (N=25)	10.65	47.31	19.68	23.25
Assistant Director (N=8)	7.94	44.73	18.43	22.38
Program Administrator (N=15)	8.00	29.15	15.53	17.81
Program Manager (N=27)	8.00	25.06	11.98	14.72
Project Supervisor (N=16)	7.00	20.24	9.39	12.20
Program Assistant (N=31)	6.00	18.40	7.97	10.57
Clerical Staff (N=28)	4.68	12.26	7.34	9.53

Source: A Survey of the Salaries, Benefits, and Working Conditions for California Child Care Resource and Referral Staff, 1991.

TABLE 8
HOURLY SALARIES OF RESOURCE AND REFERRAL STAFF IN RURAL AGENCIES BY POSITION

Position	Salary Range		Mean Salaries	
	Lowest	Highest	Lowest	Highest
Executive Director (N=13)	9.89	31.25	15.38	19.63
Assistant Director (N=4)	7.69	19.23	10.83	13.18
Program Administrator (N=6)	8.79	18.10	11.75	15.58
Program Manager (N=13)	7.93	18.39	9.80	13.17
Project Supervisor (N=12)	6.60	14.49	7.75	10.15
Program Assistant (N=11)	5.41	11.07	6.90	9.01
Clerical Staff (N=11)	5.20	14.69	6.54	8.97

Source: A Survey of the Salaries, Benefits, and Working Conditions for California Child Care Resource and Referral Staff, 1991.

TABLE 9
HOURLY SALARIES OF RESOURCE AND REFERRAL STAFF BY POSITION IN AGENCIES WITH ANNUAL BUDGETS OF $1,000,000 OR LESS

Position	Salary Range		Mean Salaries	
	Lowest	Highest	Lowest	Highest
Executive Director (N=12)	10.65	24.65	13.98	17.63
Assistant Director (N=4)	7.94	44.73	19.12	19.99
Program Administrator (N=7)	8.11	24.32	12.93	15.67
Program Manager (N=12)	7.93	18.39	9.99	13.08
Project Supervisor (N=7)	7.23	14.49	8.10	11.15
Program Assistant (N=12)	6.20	14.35	7.36	10.03
Clerical Staff (N=12)	4.68	14.69	6.81	9.70

Source: A Survey of the Salaries, Benefits, and Working Conditions for California Child Care Resource and Referral Staff, 1991.

TABLE 10
HOURLY SALARIES OF RESOURCE AND REFERRAL STAFF BY POSITION IN AGENCIES WITH ANNUAL BUDGETS BETWEEN $1,000,001 AND $3,000,000

Position	Salary Range		Mean Salaries	
	Lowest	Highest	Lowest	Highest
Executive Director (N=11)	13.08	31.25	19.13	22.15
Assistant Director (N=2)	8.88	19.23	12.86	15.28
Program Administrator (N=3)	8.00	21.09	13.04	16.98
Program Manager (N=13)	8.00	19.00	11.02	14.14
Project Supervisor (N=8)	6.60	12.00	8.56	10.36
Program Assistant (N=13)	6.00	11.98	7.99	10.11
Clerical Staff (N=12)	5.84	11.18	7.23	9.10

Source: A Survey of the Salaries, Benefits, and Working Conditions for California Child Care Resource and Referral Staff, 1991.

TABLE 11
HOURLY SALARIES OF RESOURCE AND REFERRAL STAFF BY POSITION IN AGENCIES WITH ANNUAL BUDGETS EXCEEDING $3,000,000

Position	Salary Range		Mean Salaries	
	Lowest	Highest	Lowest	Highest
Executive Director (N=13)	14.77	47.31	22.36	27.07
Assistant Director (N=5)	13.00	37.85	16.18	22.42
Program Administrator (N=8)	11.57	29.15	16.63	18.56
Program Manager (N=12)	9.60	25.06	13.07	15.83
Project Supervisor (N=9)	7.17	20.24	9.22	12.55
Program Assistant (N=14)	6.25	18.40	8.00	10.63
Clerical Staff (N=12)	6.00	12.26	7.56	9.80

Source: A Survey of the Salaries, Benefits, and Working Conditions for California Child Care Resource and Referral Staff, 1991.

TABLE 12
HOURLY SALARIES OF RESOURCE AND REFERRAL STAFF BY POSITION IN AGENCIES WITH 15 OR FEWER EMPLOYEES

Position	Salary Range		Mean Salaries	
	Lowest	Highest	Lowest	Highest
Executive Director (N=12)	9.89	24.65	14.71	18.46
Assistant Director (N=5)	7.69	44.73	16.83	17.81
Program Administrator (N=6)	8.11	24.32	13.60	15.56
Program Manager (N=12)	7.93	16.05	9.84	12.69
Project Supervisor (N=6)	7.23	12.16	8.41	10.62
Program Assistant (N=14)	5.41	14.35	7.66	10.23
Clerical Staff (N=12)	4.68	14.69	7.37	10.18

Source: A Survey of the Salaries, Benefits, and Working Conditions for California Child Care Resource and Referral Staff, 1991.

TABLE 13
HOURLY SALARIES OF RESOURCE AND REFERRAL STAFF BY POSITION IN AGENCIES WITH BETWEEN 16 AND 50 EMPLOYEES

Position	Salary Range		Mean Salaries	
	Lowest	Highest	Lowest	Highest
Executive Director (N=14)	10.65	30.73	18.42	21.56
Assistant Director (N=2)	13.00	17.35	14.16	16.97
Program Administrator (N=8)	8.00	21.09	12.67	15.68
Program Manager (N=15)	8.00	19.00	11.14	14.50
Project Supervisor (N=11)	6.60	14.70	8.78	11.50
Program Assistant (N=14)	6.00	12.27	7.77	10.10
Clerical Staff (N=15)	5.00	11.25	7.07	9.07

Source: A Survey of the Salaries, Benefits, and Working Conditions for California Child Care Resource and Referral Staff, 1991.

TABLE 14
HOURLY SALARIES OF RESOURCE AND REFERRAL STAFF BY POSITION IN AGENCIES WITH MORE THAN 50 EMPLOYEES

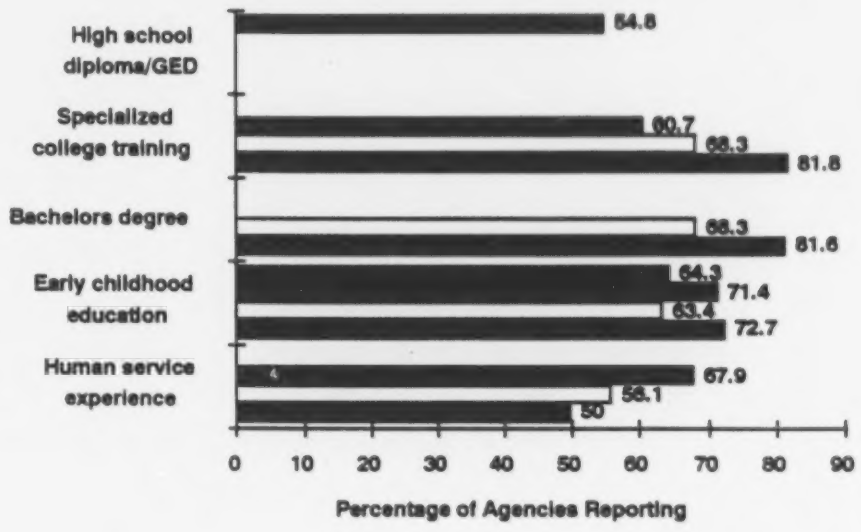
Position	Salary Range		Mean Salaries	
	Lowest	Highest	Lowest	Highest
Executive Director (N=12)	13.23	47.31	21.46	26.67
Assistant Director (N=5)	8.88	37.85	15.66	21.75
Program Administrator (N=6)	11.86	29.15	16.60	19.29
Program Manager (N=12)	9.25	25.06	12.77	15.33
Project Supervisor (N=10)	7.17	20.24	8.65	11.49
Program Assistant (N=13)	6.25	18.40	7.75	10.11
Clerical Staff (N=11)	6.00	12.26	7.06	9.19

Source: A Survey of the Salaries, Benefits, and Working Conditions for California Child Care Resource and Referral Staff, 1991.

Qualifications

Minimum qualifications for selected positions are depicted in Figure 1. The figure reports only the qualifications required by 50% or more of the agencies. (See Appendix B for complete data on minimum qualifications.) Of all the qualifications listed, "early childhood education experience" was the only one common to all four positions.

FIGURE 1
MINIMUM QUALIFICATIONS FOR SELECTED RESOURCE AND REFERRAL POSITIONS*



*Required by 50% or more of agencies.

Nomenclature

Table 15 shows the variety and frequency of position titles utilized by agencies.

TABLE 15
NOMENCLATURE OF RESOURCE AND REFERRAL STAFF
BY POSITION AND FREQUENCY OF TITLE

EXECUTIVE DIRECTOR
- Executive Director (3)
- Director (5)
- Superintendent (2)
- Other (3)

ASSISTANT DIRECTOR
- Administrative Assistant (3)
- Assistant Director (2)
- Deputy Director (2)
- Associate Director (1)
- Other (8)

PROGRAM ADMINISTRATOR
- Program Administrator (3)
- Program/Project Administrator (3)
- Program Manager (3)
- Coordinator (3)
- Program Supervisor (2)
- Other (8)

PROGRAM MANAGER
- Coordinator (10)
- Program Manager (7)
- Director (7)
- Program Director (4)
- Other (14)

PROJECT COORDINATOR
- Coordinator (17)
- Program Supervisor (4)
- Program Manager (2)
- Other (5)

PROGRAM ASSISTANT
- Referral Specialist (10)
- Program Assistant (9)
- Referral Counselor (6)
- Other (17)

CLERICAL STAFF
- Secretary (9)
- Clerk (7)
- Receptionist (5)
- Office Manager (4)
- Clerical (3)
- Program Assistant (3)
- Other (9)

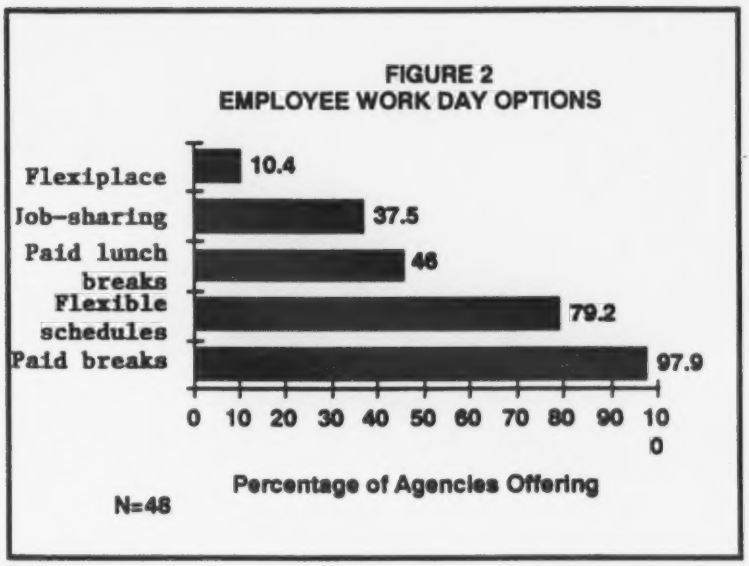
Source: A Survey of the Salaries, Benefits, and Working Conditions for California Child Care Resource and Referral Staff, 1991.

Working Conditions

The researchers asked resource and referral agencies about the working conditions in their organizations.

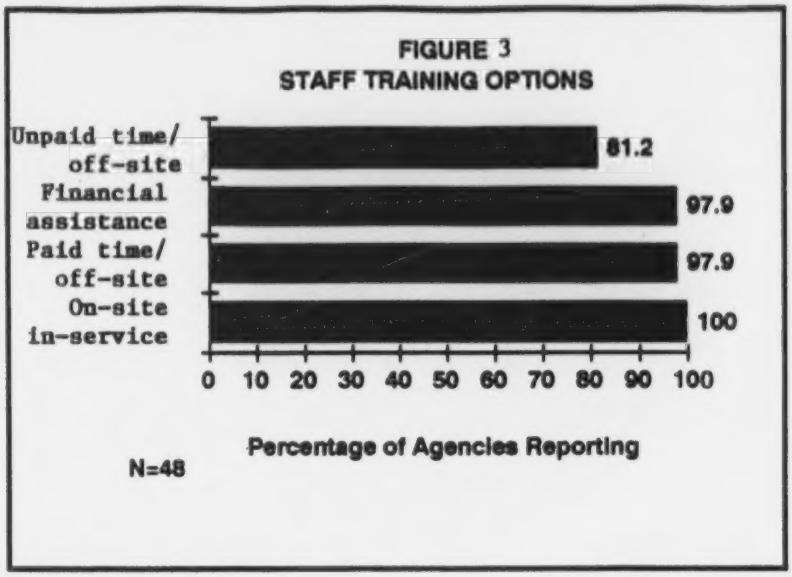
Work Day

The first questions in this section asked about different aspects of the employee work day. Figure 2 shows the results of those questions. Paid breaks and flexible work schedules were offered by more than 75% of the respondents. Utilization rates for these options were collected by position and are presented in Appendix B. According to the respondents, more than 40% of staff in all positions used the flexible work schedule option.



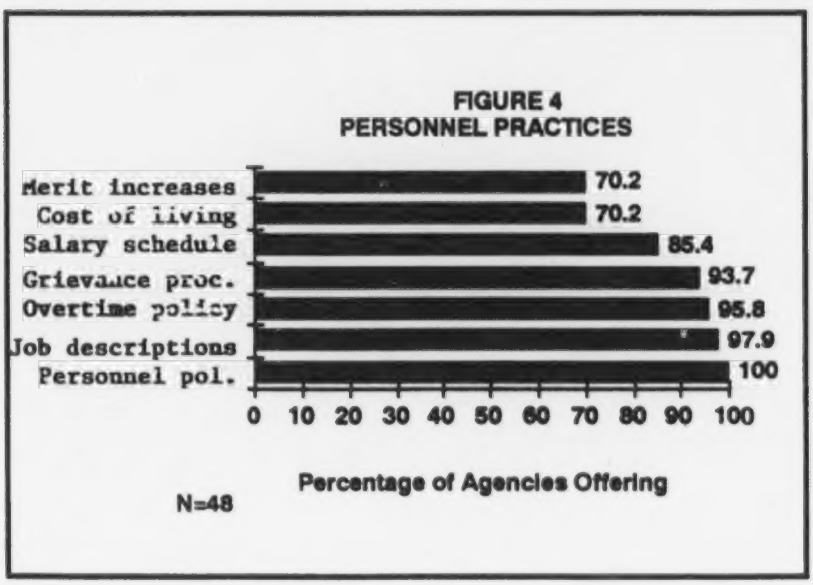
Staff Training

Information on staff training options was also sought and the results are depicted in Figure 3. All four training options asked about in the survey were offered by 80% or more of the agencies. On-site in-service training was offered by all agencies.



Personnel Practices

Information on personnel practices was gathered. Figure 4 depicts the results. One caveat offered by many respondents was that "yearly salary cost of living increases" were contingent upon increases from funding sources.



Staff Meetings

Finally, information was collected on the existence and frequency per month of different types of staff meetings. Table 16 reports the results. Ninety-two per cent (92%) of the agencies conducted resource and referral meetings and 94% conducted agency-wide meetings on a regular basis.

TABLE 16
STAFF MEETINGS BY TYPE AND FREQUENCY

Type of Meeting	Percentage of Agencies Reporting	Mean Frequency per Month
Agency-wide	93.7	1.4
Resource and Referral	91.7	2.36
Administrative Team	79.2	2.02
Agency Satellite	20.8	1.67
Other Meetings	35.4	2.63

N=48
Source: A Survey of the Salaries, Benefits, and Working Conditions for California Child Care Resource and Referral Staff, 1991.

Benefits

Holidays, Sick, and Vacation Leave

All of the agencies responding to this survey stated that their agencies offered paid holiday, sick and vacation leave. Table 17 depicts the mean number of allowed days for employees.

TABLE 17
PAID TIME OFF BY TYPE AND DAYS PER YEAR

Type of Paid Time Off	Percentage of Agencies Offering Benefit	Mean Days per Year Allowed Employees
Holiday Leave	100%	12.15
Sick Leave	100%	11.63
Vacation Leave (for starting employees)	100%	11.19

N=48
Source: A Survey of the Salaries, Benefits, and Working Conditions for California Child Care Resource and Referral Staff, 1991.

Paid holidays: The number of paid holidays ranged from 8 to 16 days per year.

Paid sick leave: The range of paid sick days offered was 4 to 15 days per year. Approximately 90% of the agencies reported that employees may carry over either all (62%) or some (30%) of their sick days from year to year.

The majority of the agencies reported that their sick leave policy was set up as a family sick leave policy in which an employee may use his/her personal sick leave to care for an ill/injured dependent family member (eg., spouse, child, older relative, or significant other).

Vacation leave: The range of vacation days for starting employees was 5 to 16 days per year. A starting employee at more than half (56%) of the agencies received from 6 to 10 days per year for vacation leave while 40% of the agencies allowed from 11 to 15 days per year for starting employees. Employees at one agency received fewer than six vacation days per year.

Eighty-three per cent (83%) of the agencies reported offering a graduated

vacation leave plan, whereby employees receive additional vacation days due to years served or job position. The range of maximum days per year on a graduated vacation leave plan was 10 to 26 with a mean of 20 days per year. Ninety-four per cent (94%) of the agencies responded that they either allowed all or some unused vacation days to be carried over to the next year.

Leaves of Absence

Agencies were asked a number of questions regarding leaves of absence. The results of those questions were as follows:

-Ninety-two per cent (92%) of the agencies allowed an unpaid leave of absence.
-Five per cent (5%) of the agencies offered a paid leave of absence.
-Approximately 54% of the agencies offered an unpaid sabbatical leave while 2% (one) agency offered a paid sabbatical leave.

Parental Leave of Absence

More than 90% of the agencies had a parental leave benefit. Table 18 displays the percentage of agencies that provided parental leave to employees and the average number of weeks allowed. The data indicate that some agencies offered both paid and unpaid parental leave. The range for paid parental leave was four to eight weeks per year while the range for unpaid parental leave was 2 to 52 weeks per year.

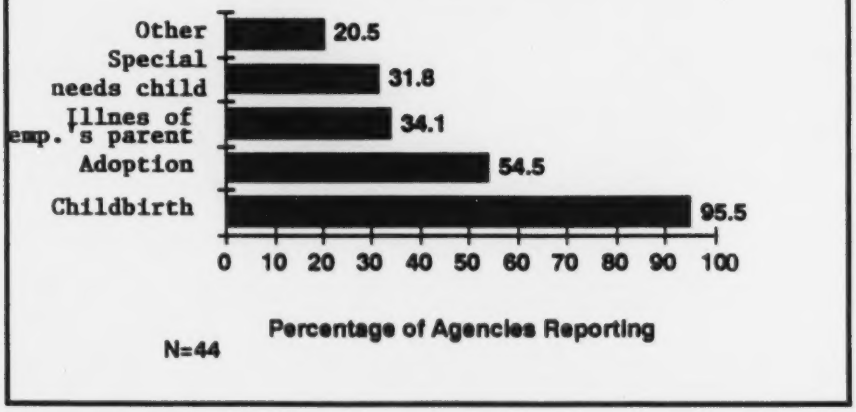
TABLE 18
PARENTAL LEAVE BY TYPE AND WEEKS PER YEAR GIVEN

Type of Leave	Percentage of Agencies Offering Benefit	Mean Weeks per Year Given to Employees
Paid Parental Leave	12.5 (N=48)	6.67 (N=3)
Unpaid Parental Leave	91.7 (N=48)	21.14 (N=35)

Source: A Survey of the Salaries, Benefits, and Working Conditions for California Child Care Resource and Referral Staff, 1991.

Additionally, agencies were asked to indicate the reasons paid or unpaid parental leave was granted. Figure 5 depicts the results of that question.

FIGURE 5
REASONS FOR PAID OR UNPAID PARENTAL LEAVE



Health Insurance

Almost all of the agencies (97%) offered a health insurance benefit. Only one agency did not offer health insurance.

Agencies varied in their contribution to health insurance as displayed in Table 19. As the data indicate, some agencies contributed to health insurance costs in more than one manner.

Almost one third (31.3%) of the agencies provided a health insurance benefit through a cafeteria plan.

Dental Insurance

Eighty-two percent (82%) of the agencies offered some type of dental insurance. Almost one third (29.2%) of the agencies provided the dental insurance through a cafeteria plan. Table 19 notes the range of employer contribution to the payment of dental insurance cost.

Vision Insurance

Forty-four per cent (44%) of agencies offered some type of vision insurance to their employees. Table 19 notes the different employer contribution plans for

TABLE 19
EMPLOYER CONTRIBUTION TO EMPLOYEE BENEFIT COST IN AGENCIES WITHOUT CAFETERIA-STYLE BENEFIT PLANS

Type of Contribution	Type of Benefit			
	Health Insurance (N=33)	Dental Insurance (N=34)	Vision Insurance (N=41)	Life Insurance (N=39)
Fully paid by agency	78.8	58.8	22.2	46.2
Partially paid by agency	30.3	20.6	7.3	2.6
Available to dependents - fully paid	24.2	17.6	14.6	0.0
Available, but unpaid (employees pay at group rate)	18.2	20.6	2.4	5.1
Available as part of health insurance plan	NA	NA	17.1	NA
Not offered	3.0	17.6	56.1	48.7

Note: Percentages do not total 100% due to multiple responses.

Source: A Survey of the Salaries, Benefits, and Working Conditions for California Child Care Resource and Referral Staff, 1991.

through a cafeteria benefits plan.

Life Insurance

Fifty-one per cent (51%) of agencies offered some type of life insurance to their employees. Table 19 shows the employer contribution to the payment of life insurance cost. Nineteen per cent (19%) of the agencies offered life insurance through a cafeteria plan.

Salary Reduction Plans

Salary reduction plans were offered for child care and health care expenses by 19% of the agencies.

Retirement

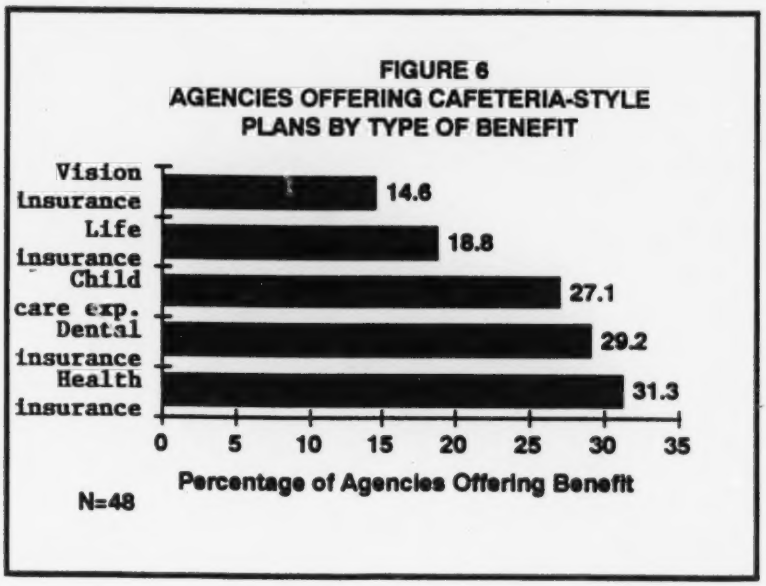
Slightly more than half (52.1%) of the agencies offered a retirement plan to employees. The types of plans varied widely among the agencies.

Other Benefits

Among the other benefits agencies reported offering were additional personal days off, cash in lieu of benefits, and paid tuition.

Cafeteria-Style Benefit Plans

Agencies were also asked whether a cafeteria-style benefit plan was offered to staff. The results of that questions are reported in Figure 6.



Non-Eligibility for Benefits

Twenty-nine per cent (29%) of the agencies indicated offering benefits to all employees. The remaining agencies were asked the reasons why employees might not be eligible for benefits. Table 20 displays the responses. The most common reason, reported by 82% of the agencies, was that employees worked too few hours per week. The majority of current R&R employees, regardless of position, were receiving benefits. (See Appendix B.)

TABLE 20
REASONS FOR EMPLOYEE NON-ELIGIBILITY FOR BENEFITS

Reason for Non-eligibility	Percentage of Agencies Reporting
Employees work too few hours per week	82.4
Temporary employees	61.8
Employees have not worked long enought at the agency	41.2
Contract status of employee	26.5
Benefit not available for job position	2.9

N=34
Source: A Survey of the Salaries, Benefits, and Working Conditions for California Child Care Resource and Referral Staff, 1991.

Agency Profiles

Of the 48 agencies responding to the survey, 66% were private non-profit, independent agencies, 15% were private non-profit, sponsored agencies, and the remaining 19% were public agencies. These agencies had been in operation an average of 19.3 years and had operated the resource and referral component of the agency an average of 12.6 years. The average number of offices each agency operated to conduct resource and referral services was almost two (1.9). One third of the agencies operated satellite GAIN R&R offices.

Funding for the agencies was varied. Table 21 depicts the funding sources for the agencies.

TABLE 21
FUNDING SOURCES FOR AGENCIES AND FREQUENCY

Type of Funding	Percentage of Agencies with Funding
California Department of Education	
Resource and Referral	100.
Respite Child Care	97.7
Alternative Payment Program	81.2
Child Care Food Program	66.7
Direct Services (including General Child Care, State Preschool, School-Age Parenting and Infant Development, and Latch-Key programs)	45.8
Other Funding	
County GAIN Resource and Referral	62.5
Enhanced Resource and Referral contracts	60.4
Foundations	52.1
United Way	39.6
Civic Organizations	33.3
Office of Child Abuse Prevention	18.8
Head Start	14.6
Fundraising Activities	
Special Events	75.
Individual Contributions	62.5
Corporate Charitable Contributions	47.9
Fees for Service	41.7

The average annual budget for the agencies was $2,579,880 with a range of $182,023 to $13,000,000 inclusive of all funding sources.

The average number of agency employees was approximately 47 with R&R averaging 8 staff members. Figure 7 shows that 95% of R&R staff were women.

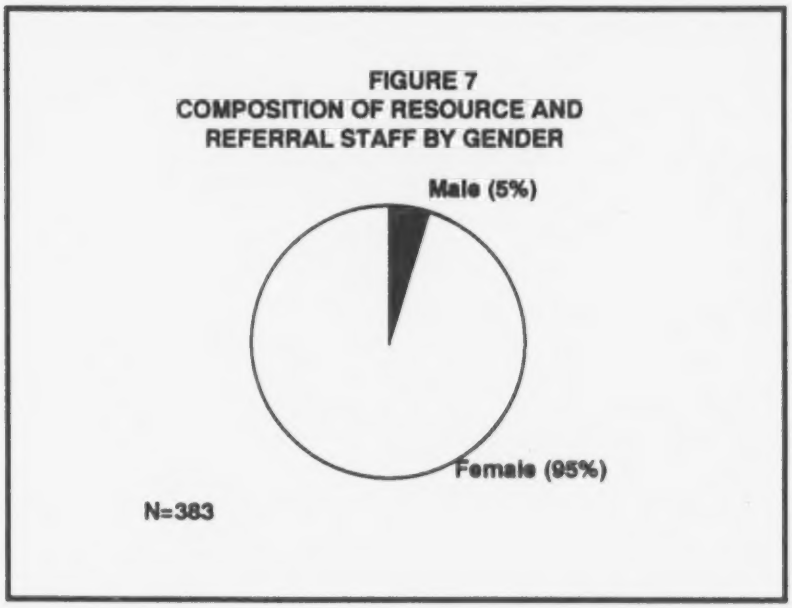
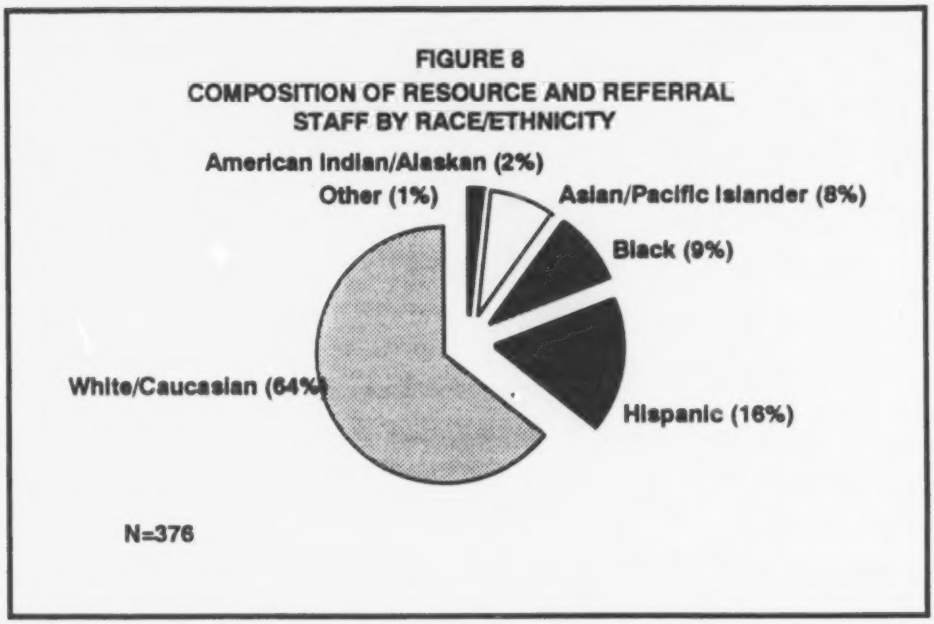
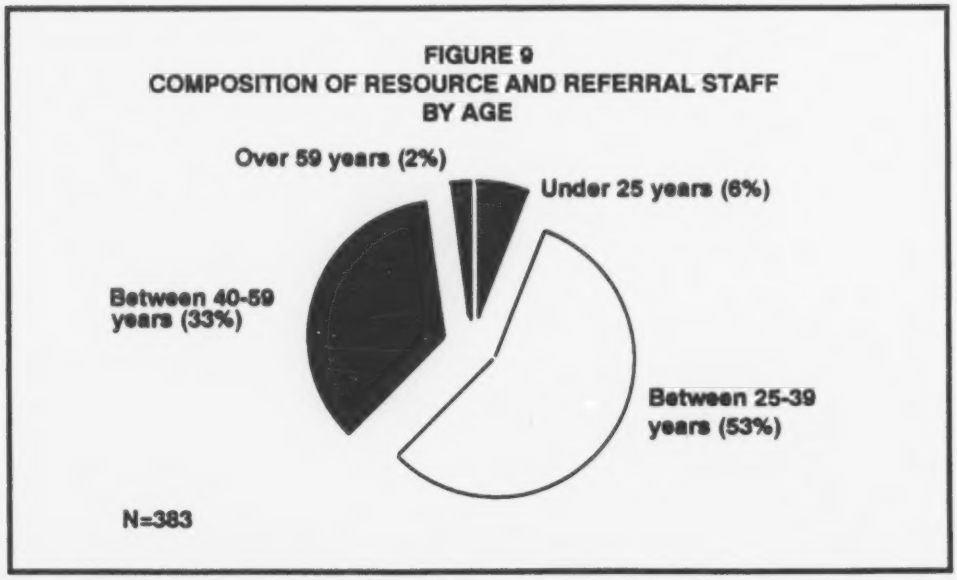


Figure 8 shows that 64% of R&R staff were white, 16% Hispanic, 9% Black/ African American, 8% Asian/Pacific Islander, 2% American Indian/Alaskan, and 1% other groups. The age groupings of staff, as shown in Figure 9, indicate that 7% were under the age of 25 years, 14% were between 25 and 29 years, 42% were between 30 and 39, 28% were between 40 and 49, and 9% were 50 years or older.





CHAPTER 4

CONCLUSIONS

As a result of the data collected in this study, the following conclusions have been drawn;

1. The average lowest and average highest salaries paid to resource and referral staff within each job category (i.e., executive director) did not show significant discrepancies based on agency characteristics (e.g., auspice, urban/rural designation, budget, or staff size). For example, the greatest difference between the lowest and highest mean hourly salaries paid to executive directors was $3.86 an hour. Differences between the lowest and the highest mean hourly salaries for all other positions ranged from $2.26 an hour for clerical staff to $3.41 for assistant directors.

2. Regardless of the agency's budget or number of employees, staffing patterns for individuals providing direct client services were fairly consistent. Program managers existed in 83% of the agencies surveyed, a rate higher than any other "management" position which might perform direct client services. Similarly, program assistants existed in 88% of agencies and were responsible for providing the majority of resource and referral services.

3. There exists little consistency in job titles for the staff of resource and referral programs. For example, program assistants, those providng resource and referral services, had 20 different titles in the agencies survey.

4. Early childhood education experience was required by the majority of agencies for the positions surveyed (e.g., program administrator, program manager, project supervisor, and program assistant). Each of these positions holds responsibility for overseeing or performing direct client services. Furthermore, three of the four positions (with the exception of program assistant) required specialized college training in early childhood education.

5. The qualifications required for program assistants, those individuals providing child care resource and referral services to the public, were minimal (e.g, high

school diplomas/GED, early childhood education experience).

6. All of the agencies recognized the value of staff training for employees and the majority provided paid or unpaid time and/or financial assistance for off-site training. Such training enables staff to provide quality services to clients.

7. The majority of agencies surveyed have formalized personnel practices including, but not limited to, personnel policies, merit increases, and cost of living increases (when adjustments are provided by funding source).

8. Agencies surveyed provided a variety of work day options to staff including job sharing and flexible work schedules. Agencies were also found to be in compliance with State regulations governing breaks.

9. Staff meetings were recognized by agencies as an important vehicle for communicating information to employees. The vast majority of agencies conducted agency-wide meetings on an average of once a month and resource and referral mmetings on an average of twice a month.

10. Agencies with resource and referral programs provided staff with paid holidays, sick and vacation leave. Such leaves play a critical role in helping staff to perform their jobs effectively.

11. The majority of agencies offered parental leave, paid and/or unpaid, upon the birth of a child. A majority of agencies also allowed staff to use sick days for the care of an ill spouse, child, older relative and/or significant other.

12. Almost all agencies offered health insurance to staff and a majority offered dental insurance.

13. Salary reduction plans were offered by fewer than 20% of the agencies surveyed.

14. A disproportionately low percentage (5%) of resource and referral staff were male.

15. Although Hispanics represent almost 26% of California's population (1990 Census), only 16% of resource and referral staff are Hispanic. Other minority grops were well represented.

CHAPTER 5

RECOMMENDATIONS

Based on the conclusions of this survey, the following recommendations are made;

1. A statistical analysis should be conducted to compare the salaries and benefits of resource and referral staffs with those of early childhood education professionals working directly with children, as well as other human services providers.

2. A study of resource and referral programs should be conducted to ascertain whether higher salaries and the availability of various benefits affect turnover.

3. Further examination should be done to determine why more staff do not use flexible work schedules.

4. A more detailed examination should be conducted to document the differences between benefits for professional vs. non-professional staff.

5. A comparison of the utilization rates for work place options between resource and referral staff and the general population should be undertaken to assess whether significant differences exist.

6. A study of the benefits derived by employees and employees from cafeteria-style benefit plans should be conducted.

7. Additional research on retirement plans should be conducted and the results shared with agencies to increase the availability of such plans.

8. More information about salary reduction plans and leave for the care of dependents should be provided to agencies with resource and referral programs to increase the existence of such plans.

9. Agencies with resource and referral programs should examine policies re-

garding the recruitment of males and minorities, expecially Hispanics, and strive to achieve greater representation of all in their staffs.

10. Further study should be conducted to ascertain the relationship between qualifications of staff and the salaries paid toemployees of resource and referral programs.

11. More consistent titles for the staff of resource and referral programs should be explored and adopted by agencies.

12. The minimum qualifications required of program assistants should be upgraded to ensure that individuals are well qualified to provide resource and referral services.

APPENDIX A

LETTER TO RESOURCE AND REFERRAL AGENCIES SEEKING PARTICIPATION IN STUDY

Dear Board Member:

In April, 1990, a committee of the California Child Care Resource and Referral Network was appointed to survey the salaries, benefits, and working conditions of staff in resource and referral programs and their parent agencies. That committee, composed of Gary J. Kinley (4Cs of Sonoma County), Lorraine Schrag (Child Care Resource Center), and Bess Manchester and Fran Kipnis (R&R Network), has met during the past months to develop an instrument which accomplishes that goal.

Enclosed is your agency's copy of the 1991 Resource and Referral Network Salary Survey. In order for the data collected to be most beneficial, we are surveying every State-funded resource and referral program in California. The instrument is divided into four sections; Salaries, Benefits, Working Conditions, and Agency Background. If you are unable to complete the survey, please forward it to an individual within your organization who can do so. Some of the questions may not apply to your agency. In that case, write "N/A" (Not Applicable) in the space provided. Although the instrument appears lengthy, sites involved in its field test completed the survey in 30-45 minutes.

The confidentiality of each organization participating in this survey will be protected. Therefore, we ask that you be candid in completing it. An "ID Number" has been assigned to each survey so that we can follow up with agencies which have not responded. This number will not be used for any other purpose.

In order for the committee to make its report to the Network Board, we ask that you return the completed survey in the enclosed, self-addressed envelope by May 17. A copy of the final report will be sent to each organization which returns a completed survey.

If you have questions or need assistance in completing the survey, please contact any member of the Salary Survey Committee. Thank you for your participation.

Sincerely,

Gary J. Kinley, Ed.D., 4Cs of Sonoma County [(707) 544-3077]
Lorraine Schrag, Child Care Resource Center [(818) 762-0711]
Bess Manchester, Network [(415) 661-1714]
Fran Kipnis, Network

California Child Care Resource and Referral Network 809 Lincoln Way San Francisco, CA 94122 (415) 661-1714

APPENDIX B

SURVEY INSTRUMENT OF SALARIES, BENEFITS, AND WORKING CONDITIONS FOR RESOURCE AND REFERRAL STAFF AND RESPONSES WITH FREQUENCIES

ID_____

* = average

CALIFORNIA CHILD CARE RESOURCE AND REFERRAL AGENCY
SALARY AND BENEFITS SURVEY

Section 1: Job Positions and Salaries

The first part of this questionnaire will ask some questions about the job positions in your R&R agency. The positions in your agency might not exactly match the definitions used in the questions, but please try to match your agency positions with the survey questions as best you can.

This section will also ask about salaries. We would like you to answer the questions using hourly rates. To assist you in estimating hourly rates, please refer to the Salary Conversion Tables and Work Sheets (Attached).

PLEASE CIRCLE THE CORRECT RESPONSE.

Executive Director

For the purpose of this survey, an "executive director" is defined as the highest ranking staff member of the organization.

1. Does this position exist in your agency?

93.7% 1. **Yes (Go to question 2)** N = 48
6.2 2. **No (Skip to question 4)**

2. What is the job title of this position in your organization?

Job title: _____

3. What is the hourly salary range during this fiscal year (7/1/90-6/30/91) for this position in your organization? By salary range, we mean the lowest to the highest hourly rate a person might be paid.

Please refer to the attached Salary Conversion Tables and Work Sheets to calculate the hourly wage.

A. Lowest $ 18 . 21* per hour to N = 38

B. Highest $ 22 . 07 per hour N = 37

California Child Care Resource and Referral Network 809 Lincoln Way San Francisco, CA 94122 (415) 661-1714

Assistant Director

For the purpose of this survey, an "assistant director" is defined as an individual(s) who assists the "executive director" in managing the organization. This individual, in most cases, does not have direct program responsibilities.

4. Does this position exist in your agency?

29.2% 1. **Yes (Go to question 5)** N = 48
70.8 2. **No (Skip to question 7)**

5. What is the job title of this position in your organization?

Job title: _____

6. What is the hourly salary range during this fiscal year (7/1/90-6/30/91) for this position in your organization? By salary range, we mean the lowest to the highest hourly rate a person might be paid.

Please refer to the attached Salary Conversion Tables and Work Sheets to calculate the hourly wage.

A. Lowest $ 15 . 90* per hour to N = 12

B. Highest $ 19 . 31 per hour N = 12

Program Administrator

For the purpose of this survey, a "Program Administrator" is an individual who oversees the operation of several major departments or divisions of the organization.

7. Does this position exist in your agency?

45.8% 1. **Yes (Go to question 8)** N = 48
54.2 2. **No (Skip to question 11)**

8. What is the job title(s) of this position in your organization?

Job title: _____

9. What is the hourly salary range during this fiscal year (7/1/90-6/30/91) for this position in your organization? By salary range, we mean the lowest to the highest hourly rate a person might be paid.

Please refer to the attached Salary Conversion Tables and Work Sheets to calculate the hourly wage.

A. Lowest $14.45* per hour to N = 21

B. Highest $17.10 per hour N = 19

10. Which of the following best describes the minimum qualifications an individual must have to hold this position? Please circle all that apply:

4.5 A. High school diploma or GED N = 22
9.1 B. Associate Degree
81.8 C. Bachelors degree
13.6 D. Masters Degree
0.0 E. Doctoral Degree
81.8 F. Specialized field of training in college, such as, early childhood education, child development
22.7 G. Other education/training: _____
72.7 H. Early childhood education experience
50.0 I. Human service experience
45.5 J. Experience working with parents
9.1 K. Language: Please specify _____
31.8 L. Other experience: _____

Program Manager/Director

For the purpose of this survey, a "program manager" oversees the operation of a single department or division of the organization. His/Her responsibilities include the supervision of staff and multiple grants/contracts. He/she also may perform direct client services.

11. Does this position exist in your agency?

85.4% 1. Yes **(Go to question 12)** N = 48
14.6 2. No **(Skip to question 15)**

12. What is the job title(s) of this position in your organization?

Job title: _____

_____

13. What is the hourly salary range during this fiscal year (7/1/90-6/30/91) for this position in your organization? By salary range, we mean the lowest to the highest hourly rate a person might be paid.

Please refer to the attached Salary Conversion Tables and Work Sheets to calculate the hourly wage.

A. Lowest $ 11 . 27* per hour to N = 40

B. Highest $ 14 . 22 per hour N = 40

14. Which of the following best describes the minimum qualifications an individual must have to hold this position? Please circle all that apply:

17.1 A. High school diploma or GED N = 41
19.5 B. Associate Degree
68.3 C. Bachelors degree
4.9 D. Masters Degree
0.0 E. Doctoral Degree
68.3 F. Specialized field of training in college, such as, early childhood education, child development
12.2 G. Other education/training: _____
63.4 H. Early childhood education experience
56.1 I. Human service experience
39.0 J. Experience working with parents
7.3 K. Language: Please specify _____
22.0 L. Other experience: _____

Project Supervisor

For the purpose of this survey, a "project supervisor" manages a single grant or contract. He/She has decision making authority, as well as staff supervision responsibilities, but reports to another staff member within his/her department. This individual also may perform direct client services.

15. Does this position exist in your agency?

58.3% 1. Yes **(Go to question 16)** N = 48
41.7 2. No **(Skip to question 19)**

16. What is the job title(s) of this position in your organization?

Job title: _____

_____

17. What is the hourly salary range during this fiscal year (7/1/90-6/30/91) for this position in your organization? By salary range, we mean the lowest to the highest hourly rate a person might be paid.

Please refer to the attached Salary Conversion Tables and Work Sheets to calculate the hourly wage.

A. Lowest $ 8 . 69* per hour to N = 28

B. Highest $ 11 . 32 per hour N = 28

18. Which of the following best describes the minimum qualifications an individual must have to hold this position? Please circle all that apply:

39.3 A. High school diploma or GED N = 28
21.4 B. Associate Degree
42.9 C. Bachelors degree
3.6 D. Masters Degree
3.6 E. Doctoral Degree
60.7 F. Specialized field of training in college, such as, early childhood education, child development
7.1 G. Other education/training:_____
71.4 H. Early childhood education experience
67.9 I. Human service experience
46.4 J. Experience working with parents
17.9 K. Language: Please specify_____
17.9 L. Other experience:_____

Program Assistant

For the purpose of this survey, a "program assistant" is responsible for providing child care resource and referral services to clients. He/She has no management or supervisory responsibilities.

19. Does this position exist in your agency?

87.5% 1. **Yes (Go to question 20)** N = 48
12.5 2. **No (Skip to question 23)**

20. What is the job title(s) of this position in your organization?

Job title: _____

_____

21. What is the hourly salary range during this fiscal year (7/1/90-6/30/91) for this position in your organization? By salary range, we mean the lowest to the highest hourly rate a person might be paid.

Please refer to the attached Salary Conversion Tables and Work Sheets to calculate the hourly wage.

A. Lowest $ 7 . 69* per hour to N = 42

B. Highest $ 10 . 15 per hour N = 41

22. Which of the following best describes the minimum qualifications an individual must have to hold this position? Please circle all that apply:

54.8 A. High school diploma or GED N = 42
28.6 B. Associate Degree
16.7 C. Bachelors degree
0.0 D. Masters Degree
0.0 E. Doctoral Degree
38.1 F. Specialized field of training in college, such as, early childhood education, child development
7.1 G. Other education/training: _____
64.3 H. Early childhood education experience
47.6 I. Human service experience
40.5 J. Experience working with parents
31.0 K. Language: Please specify _____
14.3 L. Other experience: _____

Clerical staff

For the purpose of this survey, "clerical staff" type, file, and perform data entry and related clerical tasks.

23. Does this position exist in your agency?

83.3% 1. **Yes (Go to question 24)** N = 48
16.7 2. **No (See instructions below)**

24. What is the job title(s) of this position in your organization?

Job title: _____

_____

25. What is the hourly salary range during this fiscal year (7/1/90-6/30/91) for this position in your organization? By salary range, we mean the lowest to the highest hourly rate a person might be paid.

Please refer to the attached Salary Conversion Tables and Work Sheets to calculate the hourly wage.

A. Lowest $ 7 . 11* per hour to N = 39

B. Highest $ 9 . 37 per hour N = 39

If there are no other resource and referral positions in your agency, please skip to question 30, page 9.

If there is an additional R&R position that should be included, please go to question 26, page 8.

Additional R&R Position

26. What is the job title of this position in your organization?

Job title:_____

27. Briefly describe the job responsibilities for this position.

28. What is the hourly salary range during this fiscal year (7/1/90-6/30/91) for this position in your organization? By salary range, we mean the lowest to the highest hourly rate a person might be paid.

Please refer to the attached Salary Conversion Tables and Work Sheets to calculate the hourly wage.

A. Lowest $ 8.20* per hour to N = 15

B. Highest $ 10.67 per hour N = 16

29. Which of the following best describes the minimum qualifications an individual must have to hold this position? Please circle all that apply:

43.7%	A.	High school diploma or GED	N = 16
18.8	B.	Associate Degree	
37.5	C.	Bachelors degree	
0.0	D.	Masters Degree	
0.0	E.	Doctoral Degree	
31.3	F.	Specialized field of training in college, such as, early childhood education, child development	
6.2	G.	Other education/training:_____	
56.2	H.	Early childhood education experience	
43.7	I.	Human service experience	
25.0	J.	Experience working with parents	
12.5	K.	Language: Please specify_____	
37.5	L.	Other experience:_____	

Section 2. Working Conditions

Section 2 will ask some questions about the working conditions in your R&R agency. Please circle the correct response.

30. Do your R&R agency's current policies allow paid breaks during the day?

97.9%	1.	Yes	N = 48
2.1	2.	No	

31. Do your R&R agency's current policies allow paid lunch breaks during the day?

45.8	1.	Yes	N = 48
54.2	2.	No	

32. Does your R&R agency's current policies allow employees to participate in:

				YES	NO
A.	Flexible work schedules?	Yes	No N = 48	79.2%	20.8%
B.	Job Sharing?	Yes	No	37.5	62.5
C.	Flexiplace? (working at home through a computer hook-up)	Yes	No	10.4	89.6

33. Are staff members in any of the following positions currently working flexible work schedules? If a job position does not exist in your agency, please circle "NA", for "not applicable".

						YES	NO
A.	Executive Director	N = 34	Yes	No	NA	41.2%	58.8%
B.	Assistant Director	N = 10	Yes	No	NA	70.0	30.0
C.	Program Administrator	N = 15	Yes	No	NA	46.7	53.3
D.	Project Supervisor	N = 22	Yes	No	NA	63.6	36.4
E.	Program Manager	N = 30	Yes	No	NA	53.3	46.7
F.	Program Assistant	N = 33	Yes	No	NA	63.6	36.4
G.	Clerical staff	N = 31	Yes	No	NA	41.9	58.1
H.	Other position	N = 13	Yes	No	NA	61.5	38.5

34. Are staff members in any of the following positions currently job sharing? If a job position does not exist in your agency, please circle "NA", for "not applicable".

						YES	NO
A.	Executive Director	N = 17	Yes	No	NA	5.9%	94.1%
B.	Assistant Director	N = 4	Yes	No	NA	0.0	100.0
C.	Program Administrator	N = 8	Yes	No	NA	0.0	100.0
D.	Project Supervisor	N = 11	Yes	No	NA	0.0	100.0
E.	Program Manager	N = 16	Yes	No	NA	6.2	93.7
F.	Program Assistant	N = 17	Yes	No	NA	17.6	82.4
G.	Clerical staff	N = 13	Yes	No	NA	15.4	84.6
H.	Other position	N = 5	Yes	No	NA	20.0	80.0

35. Are staff members in any of the following positions working at home through a computer hook-up? If a job position does not exist in your agency, please circle "NA", for "not applicable".

						YES	NO
A.	Executive Director	N = 3	Yes	No	NA	0.0%	100.0%
B.	Assistant Director	N = 0	Yes	No	NA		
C.	Program Administrator	N = 3	Yes	No	NA	33.3	66.7
D.	Project Supervisor	N = 2	Yes	No	NA	0.0	100.0
E.	Program Manager	N = 4	Yes	No	NA	25.0	75.0
F.	Program Assistant	N = 4	Yes	No	NA	25.0	75.0
G.	Clerical staff	N = 3	Yes	No	NA	0.0	100.0
H.	Other position	N = 2	Yes	No	NA	50.0	50.0

36. Do your R&R agency's current policies allow staff members to participate in on-site in-service training?

100.0% 1. Yes N = 48
0.0 2. No

37. Do your R&R agency's current policies allow staff members to receive paid release time for off-site training?

97.9 1. Yes N = 48
2.1 2. No

38. Do your R&R agency's current policies allow staff members to receive unpaid release time for off-site training?

81.2 1. Yes N = 48
18.8 2. No

39. Do your R&R agency's current policies allow staff members to receive financial assistance (ie. registration, mileage) to attend workshops, conferences, etc.?

97.9 1. Yes N = 48
2.1 2. No

If all employees are eligible for the above (Q30-39), skip to Q42.

40. If some employees in your R&R agency are not eligible for any of the benefits asked about above, please circle all the reasons why.

50.0 A. Employees work too few hours per week N = 4
0.0 B. Employees have not worked long enough at the agency
0.0 C. Contract status of employees
50.0 D. Benefit not available for job position(s)
0.0 E. Other_____

If your circles A, B, C, D, or E in Q40, please complete Q41.

41. How many employees in the following job positions are ineligible for the benefits asked about above? If a position does not exist in your agency, please circle "N/A" for "Not Applicable".

				Some	None
A.	Executive Director	N=4	All Some None NA	25.0%	75.0%
B.	Assistant Director	N=3	All Some None NA	33.3	66.7
C.	Program Administrator	N=1	All Some None NA	0.0	100.0
D.	Project Supervisor	N=3	All Some None NA	33.3	66.7
E.	Program Manager	N=4	All Some None NA	25.0	75.0
F.	Program Assistant	N=4	All Some None NA	50.0	50.0
G.	Clerical Staff	N=2	All Some None NA	0.0	100.0
H.	Other position	N=0	All Some None NA		

42. Does your agency provide:

				Yes	No
A.	Written job descriptions for each job position	Yes	No N=48	97.9%	2.1
B.	Written personnel policies	Yes	No N=48	100.0	0.0
C.	Written grievance procedures	Yes	No N=48	93.7	6.2
D.	Written salary schedule	Yes	No N=48	85.4	14.6
E.	Yearly salary cost of living increases (COLA)	Yes	No N=47	70.2	29.8
F.	Periodic merit increases in salaries	Yes	No N=47	70.2	29.8
G.	Policy for compensating over-time (ie., comp, paid overtime)	Yes	No N=48	95.8	4.2

43. Please circle all the types of staff meetings that occur in your agency, and incdicate the number of times per month these meetings occur.

93.7%	A.	Agency-wide meetings	*1.4 times per month	N=48
91.7	B.	Resource & referral meetings	2.4 times per month	
79.2	C.	Administrative team meetings	2.0 times per month	
20.8	D.	Agency satellite meetings	1.7 times per month	
35.4	E.	Other meetings_____	2.6 times per month	

44. Do any staff in the following job positions work under a collective bargaining unit (union)? If the position does not exist in your agency, please circle "NA" for "not applicable".

						Name of Union	Yes	N
N=45	A.	Executive Director	Yes	No	NA		4.4%	9
N=14	B.	Assistant Director	Yes	No	NA		0.0	10
N=21	C.	Program Administator	Yes	No	NA		14.3	8
N=26	D.	Project Supervisor	Yes	No	NA		3.8	9
N=40	E.	Program Manager	Yes	No	NA		10.0	9
N=42	F.	Program Assistant	Yes	No	NA		19.0	8
N=39	G.	Clerical staff	Yes	No	NA		20.0	7
N=15	H.	Other position	Yes	No	NA		26.7	7

SECTION 3: BENEFITS

This section will ask questions about the benefits your agency may provide. The first part of this section asks about benefits for eligible employees. The second part will ask some questions about employees who are not eligible for benefits.

45. Does your R&R agency's current personnel policy allow paid holiday leave?

100.0% 1. **Yes (go to question 46)** N = 48
0.0 2. **No (go to question 47)**

46. How many holidays per year does an employee receive?

_____12.15*_____days per year N = 47

47. Does your R&R agency's current personnel policy allow paid sick time?

100.0 1. **Yes (go to question 48)** N = 48
0.0 2. **No (go to question 51)**

48. How many sick days per year does an employee receive?

_____11.63*_____days per year N = 48

49. May unused sick days be carried over to the next year?

61.7 1. Yes, all unused sick days N = 47
29.8 2. Yes, some unused sick days
8.5 3. No

50. Is your sick leave policy a family sick leave policy, whereby an employee may use his/her personal sick leave to care for an ill/injured dependent family member?

87.5 1. Yes N = 48
12.5 2. No

51. Does your R&R agency's current personnel policy allow paid vacation time?

100.0%	1.	**Yes (go to question 52)**	N = 48
0.0	2.	**No (go to question 55)**	

52. How many vacation days per year does a starting employee receive?

11.19* days per year N = 48

53. If your R&R agency has a graduated vacation plan, whereby employees receive additional vacation days due to years served or their job position, please write down the maximum number of vacation days per year an employee may receive.

19.73* maximum days per year N = 40

54. May unused vacation days be carried over to the next year?

41.7	1.	Yes, all unused vacation days	N = 48
52.1	2.	Yes, some unused vacation days	
6.2	3.	No	

55. Does your R&R agency's current personnel policies allow:

					YES	NO
A.	Paid sabbatical leave?	N = 48	Yes	No	2.1%	97.9%
B.	Unpaid sabbatical leave?	N = 48	Yes	No	54.2	45.8
C.	Paid leave of absence?	N = 48	Yes	No	10.4	89.6
D.	Unpaid leave of absence?	N = 48	Yes	No	91.7	8.3

56. Does your R&R agency's current personnel policies allow paid parental leave?

12.5% 1. **Yes (go to question 57)** N = 48
87.5 2. **No (go to question 58)**

57. How many weeks per year of paid parental leave does an employee receive?

6.67* weeks per year N = 3

58. Does your R&R agency's current personnel policies allow unpaid parental leave?

91.7 1. **Yes (go to question 59)** N = 48
8.3 2. **No (go to question 60)**

59. How many weeks per year of unpaid parental leave does an employee receive?

21.14* weeks per year N = 35

60. If parental leave is available in your agency, please circle all the reasons an employee may use paid or unpaid parental leave.

95.5 a. Childbirth N = 44
54.5 b. Adoption of child
31.8 c. Special needs child 0-17 years
34.1 d. Illness of an older parent
20.5 e. Other: specify_____
f. Not applicable, parental leave not available

By cafeteria-style plan, we mean that the employee may choose from several benefit options (ie., health or dental insurance, child care.

61. Are health insurance benefits available through a cafeteria-style plan?

31.3% 1. Yes **(skip to question 63)** N = 48
68.7 2. No **(go to question 62)**

62. Are health insurance benefits: **(Circle all that apply)**

78.8 A. Fully paid by agency N = 33
30.3 B. Partially paid by agency
24.2 C. Available to dependents fully paid
18.2 D. Available but unpaid (employees pay at group rate)
3.0 E. Not offered

63. Are dental insurance benefits available through a cafeteria-style plan?

29.2 1. Yes **(skip to question 65)** N = 48
70.8 2. No **(go to question 64)**

64. Are dental insurance benefits: **(Circle all that apply)**

58.8 A. Fully paid by agency N = 34
20.6 B. Partially paid by agency
17.6 C. Available to dependents fully paid
20.6 D. Available but unpaid (employees pay at group rate)
17.6 E. Not offered

65. Is vision insurance available through a cafeteria-style plan?

14.6 1. Yes **(skip to question 67)** N = 48
85.4 2. No **(go to question 66)**

66. Is vision insurance: **(Circle all that apply)**

22.0 A. Fully paid by agency N = 41
7.3 B. Partially paid by agency
14.6 C. Available to dependents fully paid
2.4 D. Available but unpaid (employees pay at group rate)
17.1 E. Available as part of health insurance plan
56.1 F. Not offered

67. Is life insurance available through a cafeteria-style plan?

18.8% 1. **Yes (skip to question 69)** N = 48
81.2 2. **No (go to question 68)**

68. Is life insurance: **(Circle all that apply)**

46.2 A. Fully paid by agency N = 39
2.6 B. Partially paid by agency
0.0 C. Available to dependents fully paid
5.1 D. Available but unpaid (employees pay at group rate)
48.7 E. Not offered

69. Does your agency contribute to child care expenses through a cafeteria plan?

27.1 1. Yes N = 48
72.9 2. No

70. Does your agency contribute to child care and/or elder expenses through a Dependent Care Assistance Plan (DCAP)? This is a salary reduction plan for child care and/or elder care expenses.

19.1 1. Yes N = 47
80.9 2. No

71. Does your agency have a salary reduction plan for health care expenses?

18.8 1. Yes N = 48
81.2 2 No

72 Does your agency offer a retirement plan?

52.1 1. Yes (Briefly describe:_____ N = 48
_____
47.9 2. No

73. Please list other benefits offered to employees.

33.0 A. Other:_____ N = 48
10.4 B. Other:_____
0.0 C. Other:_____

If all employees are eligible for the above (Q45-72), skip to Q76.

74. If some employees in your R&R agency are not eligible for benefits, please circle all the reasons why.

82.4 A. Employees work too few hours per week N = 34
41.2 B. Employees have not worked long enough at the agency
26.5 C. Contract status of employees
2.9 D. Benefit not available for job position(s)
61.8 E. Temporary employees

If you circled A, B, C, D or E in Q74, please complete Q75.

75. How many employees in the following job positions are **ineligible** for benefits? If a position does not exist in your agency, please circle "N/A" for "Not Applicable".

							ALL	SOME	NONE
A.	Executive Director	N = 31	All	Some	None	NA	3.2%		96.8%
B.	Assistant Director	N = 14	All	Some	None	NA	7.1		85.7
C.	Program Administrator	N = 11	All	Some	None	NA	9.1		90.9
D.	Project Supervisor	N = 20	All	Some	None	NA	5.0	15.0	80.0
E.	Program Manager	N = 25	All	Some	None	NA	4.0	4.0	92.0
F.	Program Assistant	N = 26	All	Some	None	NA		23.1	76.9
G.	Clerical staff	N = 26	All	Some	None	NA	3.8	26.9	69.2
H.	Other position	N = 9	All	Some	None	NA	22.2	22.2	55.6

Section 4 Agency Profile

The final section of the questionnaire is an agency profile. The first part of the agency profile asks some general questions about your agency.

76. Is your R&R agency a: **(Please circle only one response.)**

66.0%	A.	Private non-profit-Independent	N = 47
14.9	B.	Private non-profit-Sponsored (Y, human service/community agency, etc..	
4.3	C.	Public (county or city government)	
2.1	D.	Public (school, comm. college)	
10.6	E.	County Schools of Education	
2.1	F.	Unified School District	
0.0	G.	Community College District	
0.0	H.	Other, specify:_____	

77. What is the total population of your Child Development Division (C.D.D.) R&R service area(s)? If possible, provide data from the most recent year.

N = 42 Total Population 585,158.64* Year_____

78. What is the size of your C.D.D. R&R service area(s) in square miles?

N = 45 2,120.76* square miles

79. How many offices does your agency operate within your R&R service area to carry out its resource and referral services? Please note that this number should include any satellite GAIN R&R offices your agency might be operating.

N = 48 A. 1.92* Total number of offices (includes GAIN offices)

N = 48 B. .33* Total number of GAIN R&R offices

80. How many years has the resource and referral component of your organization been in operation?

N = 47 12.62* Years

81. How many years has your agency been in operation?

N = 45 19.33* Years

The next part of the agency profile will ask some questions about your agency's budget and funding sources.

82. What is your agency's total budget for fiscal year 7/1/90-6/30/91)?

$ 2,579,879.98* N = 44

83. What is your agency's total CDD R&R budget for fiscal year 7/1/90-6/30/91? (Please include any supplemental CDD funds received during the fiscal year.)

$ 415,076.42* N = 45

Below is a list of sources of funding for R&R agencies. Please circle or write in all the types of funding your agency is receiving for the current fiscal year: July 1,1990-June 30, 1991.

84. Please circle or write in the types of funds your agency receives directly fron the Federal government. (Include all funds whether "pass through" or not.)

14.6%	A.	Head Start	N = 48
29.2	B.	Other	
27.1	C.	Other	
16.7	D.	Other	

85. Please circle or note all types of State of California funds your agency receives.

California Dept. of Education

100.0	A.	Resource and Referral	N = 48
97.9	B.	Respite	
81.2	C.	Alternative Payment	
45.8	D	General Child Care/State Preschool/SAPID Latch Key	
60.4	E.	GAIN Resource Development	
68.7	F.	Carry Over Funds (1989-1990)	
66.7	G.	Child Care Food Program	

California State Department of Social Services

18.8	H.	OCAP-AB 1733
12.5	I.	Other
8.3	J.	Other

Other State Departments

27.1	K.	Other
12.5	L.	Other

86. Please circle or write in the county funds your agency receives.

62.5% A. GAIN Resource and Referral N = 48
14.6 B. Community Development Block Grants (CDBG)
27.1 C. Job Training Partnership Act (JTPA)
45.8 D. Other_____
20.8 E. Other_____
14.6 F Other_____

87. What local funds (city, etc.) does your agency receive?

35.4 A._____ N = 48
12.5 B._____
0.0 C._____

88. Please circle the educational institution funds your agency receives.

8.3 A. Public schools N = 48
2.1 B. College/University

89. Please circle or write in the private funds your agency receives.

52.1 A. Foundations N = 48
39.6 B. United Way
33.3 C. Civic Organizations (ie., Kiwanis,Jr. League)
2.1 D. Religious organization(s)
8.3 E. Other:_____

90. Please circle or write in the corporate funds your agency receives.

60.4 A. Enhanced R&R contracts N = 48
47.9 B. Charitable Contributions
14.6 C. Other_____
4.2 D. Other_____

91. Please circle or write in the funds your agency raises internally.

75.0 A. Fundraisers N = 48
62.5 B. Individual donation(s)
41.7 C. Fee for services (other than enhanced R&R)
85.4 D. Other_____
6.2 E. Other_____
2.1 F. Other_____
0.0 G. Other_____

** = Percentage of total staff for R&Rs responding. 61

The final part of the agency profile will ask some questions about staff.

92. How many employees are presently on your **agency payroll?**

46.57* employees

93. How many employees are presently on your **agency payroll** who are connected with the resource and referral component of your agency?

8.06* R&R employees

94.** Please write in the number of men and women on your **resource & referral staff.**

A. 5% Men in R&R N(R&R) = 48
B. 95 Women in R&R N(Total staff) = 383

95.** How many **resource & referral staff** in your agency are:

a. 2% American Indian/Alaskan Indian N(R&R) = 48
b. 8 Asian/Pacific Islander N(Total staff) = 376
c. 9 Black/African/American
d. 16 Hispanic
e. 64 White/Caucasian
f. 1 Other

96.** To the best of your knowledge, how many **resource & referral staff** in your agency are:

a. 1% under 20 years of age N(R&R) = 48
b. 6 between 20-24 years old N(Total staff) = 383
c. 14 between 25-29 years old
d. 42 between 30-39 years old
e. 28 between 40-49 years old
f. 7 between 50-59 years old
g. 2 over 59 years old

Please write the name and job title of the person who has filled out the survey

Name_____
Job Title_____
Telephone Number (____)_____
Date_____

THANK YOU FOR YOUR TIME AND EFFORT IN COMPLETING THIS SURVEY.

Please return the survey to Gary J. Kinley, 4Cs of Sonoma County, 2227 Capricorn Way, Ste. 105, Santa Rosa, CA 95407 in the enclosed envelope as soon as possible.

APPENDIX C

SALARY CONVERSION TABLE AND WORKSHEET

SALARY CONVERSION TABLE AND WORK SHEET

Please utilize the following formulas to convert salaries into hourly amounts.

PART A - FULL-TIME SALARIES

If the employee works full-time (40 hrs. a week) and the,

Yearly salary is known; divide the salary by 2,080 to obtain an hourly rate

Monthly salary is known; multiply the salary by 12 and divide it by 2,080 to obtain the hourly rate

Semi-monthly salary is known; multiply the salary by 24 and divide it by 2,080 to obtain the hourly rate

Bi-weekly salary is known; divide the salary by 80 to obtain the hourly rate

Weekly salary is known; divide the salary by 40 to obtain the hourly rate

PART B - PART-TIME SALARIES

If the employee works less than full-time and the hourly salary in unknown, follow the instructions listed below;

Hours per week worked/FTE	Instructions
35 hrs. a week or .88 FTE	Multiply the salary by 1.14 and calculate hourly salary according to Part A
32 hrs. a week or .80 FTE	Multiply the salary by 1.25 and calculate hourly salary according to Part A
30 hrs. a week or .75 FTE	Multiply the salary by 1.33 and calculate hourly salary according to Part A
25 hrs. a week or .63 FTE	Multiply the salary by 1.60 and calculate hourly salary according to Part A
20 hrs. a week or .50 FTE	Multiply the salary by 2.0 and calculate hourly salary according to Part A

For example:

If a part-time employee works 30 hrs. a week and receives $600 semi-monthly, you would multiply the salary ($600) by 1.33 to obtain $798. This reflects the full-time, semi-monthly salary. Referring to Part A, this salary would be multiplied by 24 to obtain the yearly salary ($19,152) and divided by 2,080 to obtain the hourly salary ($9.21). The $9.21 figure would then be entered onto the appropriate line in the survey.

If after reading the above instructions, you need additional help calculating hourly salaries, feel free to contact any member of the Salary Survey Committee.